



## CHESTERFIELD COUNTY ADMINISTRATIVE POLICIES AND PROCEDURES

**Department:** Human Resource Management  
**Subject:** Employee Development Program

**Policy Number:** 6-5  
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### I. INTRODUCTION

This Administrative Procedure provides guidelines for the administration of the Employee Development Program (EDP) and is applicable to all County employees.

The Employee Development Program has five major objectives in helping to improve the performance management process. Specifically, the Program will:

- A. Offer a program based on valid job-related evaluation factors
- B. Provide guidance for personnel actions such as merit increases, promotions and employee development
- C. Promote communication between supervisors and employees
- D. Promote productivity by clarifying job expectations and monitoring employee performance
- E. Provide for a consistent employee development and performance management process

Work skills and values are the foundation for how we achieve business results. Developing and improving work skills is a continuous process. The Employee Development Program provides an opportunity for the employee, with their supervisor, to assess work skills, and to initiate a developmental plan for continuous improvement. Open and constructive communication is highly valued in this process.

### II. DEFINITIONS OF TERMS

- A. **Employee Development Program** – An open communication process where the supervisor and employee mutually evaluate the employee's performance and determine developmental goals and methods to achieve those goals.
- B. **Evaluation Factor** – A broad statement of measurable, job-related responsibilities.
- C. **Job Specific Example** – Criteria related to the Evaluation Factor used to rate the employee on performance.
- D. **Forms** –
  - 1. **EDP-1**, Employee Development Program Report (ATTACHMENT I) - Form used for annual performance review for non-managers.
  - 2. **EDP-2**, Employee Development Program Report (ATTACHMENT II) - Form used for annual performance review for managers.
  - 3. **EDP-PERF**, Performance Report (ATTACHMENT III) - Form used to document both positive and negative employee actions that are related to Evaluation Factors. Copies must accompany the completed Employee Development Program Report.

### III. PROCEDURES

#### A. General

Department directors/office administrators are to ensure that all participants using the Employee Development Program receive the required training.

Supervisors will prepare an EDP appraisal report on each employee at least once per year to take effect on each employee's merit date. As a general rule, the employee's EDP report and

personnel action form should be forwarded to HRM a minimum of ten (10) working days prior to the employee's merit date. A special review can be conducted at any time during the evaluation year if there are concerns about the employee's performance.

Probationary employees shall receive an EDP appraisal report prior to the conclusion of their probationary period. Probationary employees who have not met the basic performance requirements of their job during the probationary period shall not be converted to permanent status.

An evaluation must be completed when an employee transfers to a position in a different department. The evaluation may be in the form of a short memorandum, rather than the completed EDP form. In this case the employee's merit date will change to the transfer date. For employees transferring to a position with similar duties in the same department, a change in merit date is not required as long as the department can coordinate the evaluation internally (i.e. both supervisors exchange relevant information in order to complete the employee evaluation). This can be done at the department director/office administrator's discretion.

**B. Determination of Evaluation Factors and Job Specific Examples**

The EDP Report for managers shall include, but is not limited to, the following seven evaluation factors: Business Results, Leadership, Interpersonal Skills and Diversity Management, Finance and Budget, Strategic Planning, Total Quality Improvement and Customer Service.

The EDP Report for nonmanagers shall include, but not be limited to, the following seven evaluation factors: Business Results, Relations with External Customers, Team Work and Relations with Internal Customers, Quality Improvement, Knowledge, Skills and Conduct, Leadership (for supervisory personnel) and Interpersonal Skills and Diversity Management (for supervisory personnel).

Additional Evaluation Factors and Job Specific Examples may be added. Each year the supervisor and the employee shall review the Factors and Job Specific Examples to be used. If additional Factors will be used they should be added at the beginning of the employee evaluation year to the EDP Report (EDP-1 or EDP-2).

**C. Documentation**

Documentation is the most important factor in determining and supporting evaluation ratings. This task is the essence of sound performance management. Performance should be discussed with the employee when there are problems as well as when performance exceeds expected levels. These discussions should occur throughout the evaluation period. Documentation should be done on a timely basis with a copy of the documentation going to the employee. Copies of all documentation completed during the appraisal year shall accompany the completed EDP Report when it is submitted to HRM following the annual review. Letters of Commendation, disciplinary letters or any documentation discussed with the employee are considered proper documentation.

The Performance Report (EDP-PERF) is used to document performance during the appraisal year. This form may be used to document counseling, however it should not be used to document discipline.

**D. Annual Performance Review**

The annual performance review is the culmination of all previous steps. To ensure that it is done properly the supervisor should complete the EDP Report (EDP-1 or EDP-2).

The performance of the employee shall be evaluated based on performance directly related to each performance evaluation factor and the job specific examples relating to each Factor.

There are three levels of performance: Needs Development, Fulfills Expectations, and Highly Developed.

Employees who fail to meet the basic performance requirements of their job will be informed at such time as a deficiency is discovered, and given an opportunity to improve. Employees who have not met the basic performance requirements of their job by their merit date shall not receive the full merit increase. If an employee is not recommended for the full merit increase documentation supporting that decision is required.

1. ***Comments to Support Factor Evaluation Level***

The supervisor compiles documentation done throughout the appraisal year that supports the achievement level for each Factor. Comments should summarize the employee's overall performance throughout the appraisal period, which includes coaching sessions, commendations, disciplinary actions, summary of reports of performance and other documentation that the supervisor may have. Documentation specified above shall be attached to the completed EDP-1, EDP Report. In order to provide sufficient feedback, separate comments should be provided for each evaluation factor.

2. ***Appraisal Interview***

The supervisor will meet with the employee to discuss the performance appraisal. To ensure that this interview is conducted properly, the supervisor should:

- a. Prepare for and schedule the review at least two weeks in advance.
- b. Obtain written input from anyone else who supervised or worked closely with the employee during the evaluation period.
- c. Discuss performance appraisal concerns, if applicable, with departmental management prior to meeting with employee.
- d. Provide a meeting place that is free from communication barriers.
- e. Determine topic(s) employee wants to discuss.
- f. Discuss concerns not mentioned by the employee.
- g. Develop written action plans on key solution(s).
- h. Give specific feedback on any positive performance that has not already been discussed.
- i. Summarize the interview. Discuss salary adjustments, as appropriate.
- j. Determine evaluation factors and job specific examples to be used for the upcoming appraisal year.
- k. Set follow-up dates.
- l. Thank employee.

3. ***Training and Development*** – Information regarding employee training and development should be furnished through joint efforts of the employee and supervisor to include the following:

- a. Summary of training and development activities during current appraisal period (workshops, tuition reimbursement, course work, etc.).
- b. Future training and development activities which the supervisor and employee have agreed upon to develop employee capabilities to improve performance and/or to prepare for greater responsibilities. (Required for all levels of performance.)

4. ***Signature/Comments and Review*** – Once the appraisal is reviewed with the employee in completed form, the following steps must be followed:

- a. The employee and supervisor sign and date the appraisal form.

- b. Employees are provided space for comments regarding the appraisal as they deem appropriate.
  - c. The completed EDP Report and Personnel Action Form are forwarded to HRM. A copy should be given to the employee.
5. ***Administrative Review*** – The Administrative Review is an appeals process for annual performance evaluations, which ensures that:
- a. Proper review has taken place with all appropriate sign offs by employee and supervisor.
  - b. Employees are provided with an opportunity to make comments regarding the evaluation.
  - c. Any conflicts that may have arisen between the employee and the immediate supervisor (rater) have been addressed and resolved. This step is intended to maintain good employee relations and to prevent complaints arising from the appraisal process.

As previously indicated, promoting good communication between supervisors and employees is an objective of the EDP. There may be honest differences of opinion. In those situations when there is a difference of opinion, the employee's interest can often be protected simply by including his or her point of view on the EDP Report in the space provided for "Employee's Comments."

Nevertheless, there may be some instances when the employee is in such significant disagreement with the supervisor's evaluation and feels so strongly about the matter that he or she requests the opportunity to participate in a review of that evaluation with the supervisor. The employee can initiate such a review by putting the request in writing in the form of a memorandum to the department director/office administrator with copy to the Director of Human Resource Management, and the supervisor. (In cases where the employee reports to the director/office administrator the memorandum would be addressed to the director/office administrator's direct supervisor.) The employee must state the nature of the disagreement and any and all steps taken to resolve the situation. The employee must also state the remedy requested.

In the event of an appeal, the department director/office administrator should assure that the facts and opinions of both supervisor and employee are made as clear as possible. The department director/office administrator (or designee) will meet with the employee, and the supervisor. The director/office administrator will then resolve the issue. The decision of the department director/office administrator is final and binding. The decision should be noted in writing and attached to the EDP Report.

The Administrative Review and processing should be completed in time for any salary changes to be effective on the employee's merit date. A completed Performance Appraisal Report must accompany all requests for merit increases.